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DD/A 75-2331

14 MAY 1975

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Chairman, "E" Career Service (Representing  
O/DCI)

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SUBJECT : [REDACTED] Seminar on Leadership,  
22-27 June 1975

1. The Agency has been making favorable strides in developing in-house, managerial-type courses such as the Financial Management Improvement Course, the Management Seminar and, to a degree, certain elements of the Senior Seminar. We have not, however, made much of an inroad on the matter of "leadership." In this connection I believe we should all be mindful of the Director's oft stated public position that he considers leadership of greater significance than "managership."

2. In the course of the last year we have surveyed various leadership-type educational facilities in the United States and have identified one such facility which we believe offers considerable potential to meet our needs.

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[REDACTED] A brief background on its founder and current head is at Attachment B. In the course of the last six months, we have had six specifically selected Agency officers attend a one-week course given by the [REDACTED] so that we could obtain a reasoned input from Agency personnel on its relevancy to our needs. Their critiques have been most encouraging.

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3. The [REDACTED] courses are both heavily subscribed and very expensive. Because of this we have had consultations [REDACTED] to determine if a tailor-made course, consisting both of his as well as Agency personnel assets, could be constructed. Our discussions have been successful and we are now prepared to present the

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first pilot running from 22-27 June at the [REDACTED]  
[REDACTED] The seminar will consist of 42 participants drawn  
from the four Directorates and from the O/DCI and will be led  
by [REDACTED] assisted by two of his associates, and three  
psychologists from the Office of Medical Services. The  
Agency psychologists will have previously attended a course  
in residence [REDACTED] A  
description of the goals and content of the seminar is at  
Attachment A.

4. We are most interested in obtaining a selective type  
of critique from the attendees. We wish to have representation  
from all Directorate components and, in the main, of senior  
rank. Additionally, we would like to have a small input of  
more junior people so that we can receive two different types  
of feedback. For purposes of this course, we define senior as  
GS-15 and above. We would appreciate at least one head of an  
operating component per Directorate. The definition of junior  
for this undertaking is GS-12 to GS-14. All attendees will  
jointly attend the lectures but for the "case work" involved,  
peer groups will be established.

5. The quotas we would like to have filled are as follow:  
DDO-12, two at the junior rank; DDI-8, one at the junior rank;  
DD/S&T-8, one at the junior rank; DD/A-10, two at the junior  
rank; and O/DCI-4, one at the junior rank. We would appreciate  
the selections being made and notification being given to the  
Office of Training by 30 May. Each of the selected participants  
will be asked to prepare a one-page case study for small-group  
discussion in the seminar. Instructions for the case study  
will come later.

6. I would appreciate your personal support for this  
pilot endeavor and would hope that you would participate in  
selecting candidates of high caliber. The Office of Training  
will be in contact with your Senior Training Officer to go  
into this matter in more detail.

John F. Blake  
Deputy Director  
for  
Administration

2 Atts

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Distribution:

Orig - DDI w/Atts 1 - DD/S&T w/Atts

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STATINTL [REDACTED]

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The [REDACTED] Seminar utilizes a unique approach to leadership training: the direct application of psychological theory to leadership training. It teaches executives the psychological basis for leadership.

Leadership is more than managing or administering. It is the application of an understanding of human motivation in an organizational context. The more sophisticated an executive's understanding of human motivation, the better he is equipped to carry out his leadership role. The Seminar is intended to help the executive examine the psychological assumptions which underlie every managerial decision and organizational practice. The Seminar provides two kinds of help: education in the fundamental principles of human behavior, and practice in applying the principles to organizational realities.

STATINTL

The [REDACTED] Seminar does not analyze the executive or involve him in hostile interaction. It is not group therapy or sensitivity training. Rather, it is a highly organized and systematic learning experience derived from clinically-based knowledge. The knowledge is translated into management practice with the guidance of a professional seminar faculty. Through lectures, films, tapes, and case studies the participating executive gains a better understanding of how and why people feel, think, and behave; which problem situations are remediable; how and when to bring problems and conflicts out into the open, and when not to; how to choose among leadership role and styles; and how to discern his own personal barriers to effective leadership.

Each participant prepares a case of his own for small-group discussion. These cases are the medium for translating basic psychological concepts into the executive's own managerial practice.

The topics covered in the Seminar are:

Principles of Personality Functioning:

A comprehensive overview of how the personality operates.

The Shaping Process:

The molding process which forms the enduring style of individual behavior.

Focused Communication:

Exploring the subtleties of person-to-person feedback and problem-solving.

The Role of the Leader:

The meaning of the leader's behavior to those who follow, and his influence on their behavior.

The Practice of Leading:

Putting the concepts into practice in everyday executive work.

The Psychological Contract:

Every organization has a psychological meaning to its members, based on their enduring needs, which affects their relationship to it.

The Management of Environment:

Some practical and specific ways an executive can alter the working situation to facilitate adaptation to change and prevent much stress.

Executive Problems:

The major crises and stresses all executives face and some modes of coping more effectively with them.

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